Supervisory Management

INDEX/VOLUME 25

JANUARY-DECEMBER 1980

ARTICLES

Arbitration

IF YOU WERE THE ARBITRATOR
- Time Clock Trouble ..... *Jan.* 33
- The Doctor's Note ..... *Feb.* 21
- Preventive Absence ..... *Mar.* 23
- Misconstrued Directive ..... *Apr.* 9
- Short-Changed Temporary Transferee ..... *May* 19
- Confused Stepfather ..... *June* 13
- The Power-Failure Walkout ..... *July* 9
- Deflated Collector ..... *Aug.* 11
- The Absent Floorman ..... *Sept.* 16
- Disqualified Replacements ..... *Oct.* 17
- The Medically Disqualified Bidder ..... *Nov.* 15
- The Medical Release Form ..... *Dec.* 15

Behavioral Sciences

The Importance of Knowing Your Employees' Needs ... *May* 13

Why You Can't Motivate Everyone ..... *Apr.* 21

Cases

The Short Fuse (Sept. 1979) Discussion ..... *Jan.* 44

Meeting Mania (Oct. 1979) Discussion ..... *Feb.* 41

The Chameleon Boss (Nov. 1979) Discussion ..... *Mar.* 42

The Christmas "Present" (Dec. 1979) Discussion ..... *Apr.* 44

Payday Puzzle ..... *Jan.* 42

Discussion ..... *May* 46

The Specialists ..... *Feb.* 39

Discussion ..... *June* 45

The Old Timer ..... *Mar.* 40

Discussion ..... *July* 45

Stuck on the First Rung ..... *Apr.* 42

Discussion ..... *Aug.* 46

The Temperamental Typist ... *May* 44

Discussion ..... *Sept.* 44

Split Loyalties ..... *June* 42

Discussion ..... *Oct.* 46

The Untidy Typist ..... *July* 43

Discussion ..... *Nov.* 43

Do Clothes Make the Man? ... *Aug.* 44

Discussion ..... *Dec.* 37

The Early Bird ..... *Sept.* 42

Co-Equals ..... *Oct.* 44

Roscoe's Quandary ..... *Nov.* 41

The Opportunity ..... *Dec.* 35

Compensation

Apples and Oranges: Salary Review and Performance Review ..... *Nov.* 32

Salary Budgeting: How to Control Your Payroll ..... *Oct.* 18

To Every Job a Pay Slot ..... *Dec.* 24

Decision Making

A Realistic Look at Decision Making ..... *Jan.* 2

Quality Decisions Start with Good Questions ..... *Aug.* 2

Employee Development
Have the Confidence to Train Your "Replacement" ..... *Aug.* 8
How the Right Example Can Help the New Recruit Make the Team ..... *May* 30
The Problems of Perfect Employees ..... *May* 2

General Management
Baring Your Managerial Soul (Philosophically Speaking) .. *June* 37
Bicycle Management ..... *Apr.* 15
Confronting Recession-Bred Litigation ..... *Dec.* 2
How Far Can a Rule Bend? .. *Dec.* 11
Responsive Leadership: The Woman Manager's Asset or Liability? ..... *Aug.* 40
Sexual Harassment: An Old Issue—A New Problem .... *Apr.* 10

Interviewing
Getting Ready for the Appraisal Interview ..... *July* 2
Interviewing for the Next Rung Up ..... *Nov.* 27

Labor Relations
Confronting Recession-Bred Litigation ..... *Dec.* 2
Softening the Blow of "You're Fired" ..... *June* 14
The Exit Interview: Why Bother? ..... *May* 20

Leadership
A Realistic Look at Decision Making ..... *Jan.* 2
Baring Your Managerial Soul (Philosophically Speaking) .. *June* 37
Building a Time-Management Team ..... *Mar.* 12
Fine-Tuning Team Spirit ..... *June* 26
Let's Talk: Solving Employee Problems ..... *Nov.* 16
Responsive Leadership: The Woman Manager's Asset or Liability? ..... *Aug.* 40
Supervising Temporary Employees ..... *Feb.* 22
Team Discipline: The Supervisor as Coach ..... *Nov.* 37
Your Domain and Others ..... *Feb.* 14

Let's Talk
Breaking Down Barriers to Effective Communication ... *June* 2
Communicating with the New Worker ..... *Aug.* 12
Discussing Job Performance .. *Oct.* 25
Effectively Communicating Praise ..... *Sept.* 17
Solving Employee Problems .. *Nov.* 16
Tools for Spotting and Correcting Communication Problems ..... *July* 25
Understanding One-to-One Communication ..... *May* 6

Management Development
Baring Your Managerial Soul (Philosophically Speaking) .. *June* 37
Conquering Fear of Figures .. *Sept.* 2
Fear of Figures: Building Self-Confidence in Problem Solving ..... *Oct.* 10
How to Avoid Professional Obsolescence ..... *Nov.* 10
How to Identify Your Negative Behavior Characteristics ... *July* 17
Interviewing for the Next Rung Up ..... *Nov.* 27
Keeping Your Cool ..... *Dec.* 16
Learning to Handle Stress—A Matter of Time and Training *Feb.* 35
Managing Your Career ..... *Mar.* 17
Preparing for a Move to Middle Management ..... *July* 10
The Constructive Approach to Confrontation ..... *Sept.* 39
The Other Side of the Coin—Subordinateship .... *Aug.* 25
The Right Way to Leave Your Job ..... *Aug.* 30
Toward a More Creative You:

Creating the Ideal Organization ..... *Jan.* 26
Developing the Whole Person ..... *Mar.* 31
Stretching Your Mind ..... *Feb.* 29
The Actualizing Climate .... *Apr.* 35
Up Is Not the Only Way ..... *Feb* 2

Management Style
Baring Your Managerial Soul (Philosophically Speaking) *June* 37
Delegation: There's More to It Than Letting Someone Else Do It ..... *Jan.* 9
How Far Can a Rule Bend? .. *Dec.* 11
Preparing for a Move to Middle Management ..... *July* 10
Speaking with Authority: How to Give Directions ..... *Mar.* 2
Your Domain and Others ..... *Feb.* 14

Management Techniques
Delegation: There's More to It Than Letting Someone Else Do It ..... *Jan.* 9
Developing a Meeting Memo.. *July* 39
Getting Ready for the Appraisal Interview ..... *July* 2
How the Right Example Can Help the New Recruit Make the Team ..... *May* 30
The Exit Interview: Why Bother? ..... *May* 20
The Practical Application of Completed Staff Work ..... *June* 37
To Every Job a Pay Slot ..... *Dec.* 24
Why Rotating Shifts Sharply Reduce Productivity ..... *Jan.* 16
Write Clear Reports: A "Readability" Index ..... *Sept.* 27

Meetings
Developing a Meeting Memo.. *July* 39
Getting Ready for the Appraisal Interview ..... *July* 2
How Do You Rate as a Listener? *Jan.* 22
How to Run Better Business Meetings ..... *Aug.* 35
Less Talk, Better Meeting Decisions ..... *Sept.* 34
Softening the Blow of "You're Fired" ..... *June* 14
The Constructive Approach to Confrontation ..... *Sept.* 39
The Exit Interview: Why Bother? ..... *May* 20

Motivation
Five Surefire Ways to Undermine Productivity .... *Oct.* 35
Interpreting Employee Needs: Assuming vs. Understanding *Apr.* 29
The Importance of Knowing Your Employees' Needs ... *May* 13
The Problems of Perfect Employees ..... *May* 2
Why You Can't Motivate Everyone ..... *Apr.* 21

Performance Appraisal
Apples and Oranges: Salary Review and Performance Review ..... *Nov.* 32
Getting Ready for the Appraisal Interview ..... *July* 2
Let's Talk: Discussing Job Performance *Oct.* 25
Effectively Communicating Praise ..... *Sept.* 17

Plant Management
The Foreman's Job as Perceived by His Wife ..... *Sept.* 9
Why Rotating Shifts Sharply Reduce Productivity ..... *Jan.* 16

Productivity
Allowing Productivity to Happen ..... *June* 21
Five Surefire Ways to Undermine Productivity .... *Oct.* 35
Why Rotating Shifts Sharply Reduce Productivity ..... *Jan.* 16

Salary Administration
Apples and Oranges: Salary

Review and Performance Review ..... *Nov.* 32
Salary Budgeting: How to Control Your Payroll ..... *Oct.* 18
To Every Job a Pay Slot ..... *Dec.* 24

Self Actualization
Toward a More Creative You: Creating the Ideal Organization ..... *Jan.* 26
Developing the Whole Person ..... *Mar.* 31
Stretching Your Mind ..... *Feb.* 29
The Actualizing Climate ..... *Apr.* 35

Supervisory Relations
Bicycle Management ..... *Apr.* 15
Getting Along with the Informal Leader ..... *Oct.* 41
Getting Ready for the Appraisal Interview ..... *July* 2
Have the Confidence to Train Your "Replacement" ..... *Aug.* 8
How to Tell When a Good Employee Is Job Hunting ..... *Oct.* 2
Keeping Your Cool ..... *Dec.* 16
Supervising Temporary Employees ..... *Feb.* 22
Supervisory Relations: Minding the Bag Bearers ..... *Apr.* 2
Team Discipline: The Supervisor as Coach ..... *Nov.* 37
The Practical Application of Completed Staff Work ..... *June* 37

Team Management
Fine-Tuning Team Spirit ..... *June* 26
How the Right Example Can Help the New Recruit Make the Team ..... *May* 30
Team Discipline: The Supervisor as Coach ..... *Nov.* 37

Time Management
Are You a Roadrunner? ..... *May* 26
Building a Time-Management Team ..... *Mar.* 12

Toward a More Creative You
Creating the Ideal Organization *Jan.* 26
Developing the Whole Person *Mar.* 31
Stretching Your Mind ..... *Feb.* 29
The Actualizing Climate ..... *Apr.* 35

Verbal Communication
Feedback on Feedback ..... *Jan.* 34
How Do You Rate as a Listener? *Jan.* 22
Interpreting Employee Needs: Assuming vs. Understanding *Apr.* 29
Issues in Upward Communication ..... *Feb.* 10
Less Talk, Better Meeting Decisions ..... *Sept.* 34
Let's Talk:
Breaking Down Barriers to Effective Communication ..... *June* 2
Communicating with the New Worker ..... *Aug.* 12
Discussing Job Performance .. *Oct.* 25
Effectively Communicating Praise ..... *Sept.* 17
Solving Employee Problems ..... *Nov.* 16
Tools for Spotting and Correcting Communication Problems ..... *July* 25
Understanding One-to-One Communication ..... *May* 6
Opening the Channels of Upward Communication .... *Mar.* 24
Quality Decision Start with Good Questions ..... *Aug.* 2
Softening the Blow of "You're Fired" ..... *June* 14
Speaking with Authority: How to Give Directions ..... *Mar.* 2
The Constructive Approach to Confrontation ..... *Sept.* 39
The Exit Interview: Why Bother? ..... *May* 20
The Problems of Perfect Employees ..... *May* 2

What Others Are Saying
After the Strike ..... *Sept.* 48

Listening Versus Letters ..... *Mar.* 48
Shipping/Receiving ..... *Sept.* 47
Suggestions ..... *Feb.* 48
Teamwork ..... *Feb.* 47

Written Communications
Developing a Meeting Memo ..... *July* 39
Helping Someone Else Write More Effectively ..... *Nov.* 2
Sentence Control: Solving an Old Problem ..... *May* 37
The Practical Application of Completed Staff Work ..... *June* 37
Write Clear Reports: A "Readability" Index ..... *Sept.* 27
Writing Letters of Reference That Get Results ..... *Dec.* 32

Your Personal Management
A Guide to Sound Securities Investment ..... *Mar.* 37
Is a Stutz Bearcat Your Idea of an Investment? ..... *Jan.* 39

AUTHORS

Adams, Tom. Developing a Meeting Memo ..... *July* 39
Auger, B. Y. How to Run Better Business Meetings ..... *Aug.* 35
Baker, H. Kent. Building a Time-Management Team ..... *Mar.* 12
Bell, Robert R. and J. Bernard Keys. Preparing for a Move to Middle Management ..... *July* 10
Briscoe, Dennis R. Learning to Handle Stress—A Matter of Time and Training *Feb.* 35
Cook, Mary F. Interviewing for the Next Rung Up ..... *Nov.* 27
Davidson, Jeffrey. How to Tell When a Good Employee Is Job Hunting .... *Oct.* 2
The Problems of Perfect Employees ..... *May* 2
Delaney, William A. Bicycle Management ..... *Apr.* 15
The Right Way to Leave Your Job ..... *Aug.* 30
Dreyfack, Madeleine. Five Surefire Ways to Undermine Productivity ..... *Oct.* 35
Driver, Russell W. Issues in Upward Communication ..... *Feb.* 10
Opening the Channels of Upward Communication ..... *Mar.* 24
Ellig, Bruce R. To Every Job a Pay Slot ..... *Dec.* 24
Farrant, Marian. Have the Confidence to Train Your "Replacement" ..... *Aug.* 8
Fly, Ralph D. Why Rotating Shifts Sharply Reduce Productivity ..... *Jan.* 16
Franklin, William H. Why You Can't Motivate Everyone ..... *Apr.* 21
Halatin, T. J. Writing Letters of Reference That Get Results ..... *Dec.* 32
Hannah, Carol. Supervising Temporary Employees ..... *Feb.* 22
Harvey, Frederick W. Allowing Productivity to Happen ..... *June* 21
Haynes, Marion E. Delegation: There's More to It Than Letting Someone Else Do It ..... *Jan.* 9
Henrici, Stanley B. Salary Budgeting: How to Control Your Payroll ..... *Oct.* 18
Hill, James W. The Practical Application of Completed Staff Work ..... *June* 37
Hodge, John. Getting Along with the Informal Leader ..... *Oct.* 41

Hoh, Andrew K. Interpreting Employee Needs: Assuming vs. Understanding *Apr.* 29
Hughes, Robard Y. A Realistic Look at Decision Making *Jan.* 2
Hyman, Beverly. Responsive Leadership: The Woman Manager's Asset or Liability? *Aug.* 40
Kaye, Beverly L. Up Is Not the Only Way *Feb.* 2
Kirby, Peter G. Quality Decisions Start with Good Questions *Aug.* 2
Kleiner, Brian H. Managing Your Career *Mar.* 17
Kogelman, Stanley. Conquering Fear of Figures *Sept.* 2
Fear of Figures: Building Self-Confidence in Problem Solving *Oct.* 10
Larson, Charles C. How Far Can a Rule Bend? *Dec.* 11
Levine, Edward L. Let's Talk:
—Breaking Down Barriers to Effective Communication *June* 2
—Communicating with the New Worker *Aug.* 12
—Discussing Job Performance *Oct.* 25
—Effectively Communicating Praise *Sept.* 17
—Solving Employee Problems *Nov.* 16
—Tools for Spotting and Correcting Communication Problems *July* 25
—Understanding One-to-One Communication *May* 6
Malone III, Paul B. Baring Your Managerial Soul (Philosophically Speaking) *June* 37
McAlindon, Harold R. Toward a More Creative You:
—Creating the Ideal Organization *Jan.* 26
—Developing the Whole Person *Mar.* 31
—Stretching Your Mind *Feb.* 29
—The Actualizing Climate *Apr.* 35
McFarland, Dalton E. Your Domain and Others *Feb.* 14
McLaren, Lucinda D. and Mary E. Fischer. The Old Timer (Case) *Mar.* 40
Morano, Richard A. Are You a Roadrunner? *May* 26
Niehouse, Oliver L. and Joanne Ross Doades. Sexual Harassment: An Old Issue—A New Problem *Apr.* 10
Nix, Dan H. Getting Ready for the Appraisal Interview *July* 2
Phillips, Jack J. How to Avoid Professional Obsolescence *Nov.* 10
Picard, Hans and Lyra Picard. Team Discipline: The Supervisor as Coach *Nov.* 37
Potter, Beverly A. Speaking with Authority: How to Give Directions *Mar.* 2
Quaglieri, Philip L. Feedback on Feedback *Jan.* 34
Richards, Paul. Sentence Control: Solving an Old Problem *May* 37
Sanders, Bruce D. Fine-Tuning Team Spirit *June* 26
Less Talk, Better Meeting Decisions *Sept.* 34
Schnake, M. E. Apples and Oranges: Salary Review and Performance Review *Nov.* 32
The Other Side of the Coin—Subordinateship *Aug.* 25
Schoenfeldt, Roger C. The Foreman's Job as Perceived by His Wife *Sept.* 9
Singleton, John. How to Identify Your Negative Behavior Characteristics *July* 17
Sondak, Arthur. The Importance of Knowing Your Employees' Needs *May* 13
Stein, Judith and Marya Holcombe. Helping Someone Else Write More Effectively *Nov.* 2
Stormes, John M. Keeping Your Cool *Dec.* 16
Sullivan, Frederick L. Confronting Recession-Bred Litigation *Dec.* 2
Swenson, Dan H. Write Clear Reports: A "Readability" Index *Sept.* 27

Teplitz, Charles J. How the Right Example Can Help the New Recruit Make the Team ..... *May* 30
Troisi, Angelo M. Softening the Blow of "You're Fired" ..... *June* 14
Trueblood, Roy. The Constructive Approach to Confrontation ..... *Sept.* 39
Vining, Jean W. and August C. Yrle. How Do You Rate as a Listener? ... *Jan.* 22
Wehrenberg, Stephen B. The Exit Interview: Why Bother? ..... *May* 20
Whiteman, Gilbert. Do Clothes Make the Man? (Case) ..... *Aug.* 44
The Early Bird (Case) ..... *Sept.* 42
Zierden, William E. Supervisory Relations: Minding the Bag Bearers ..... *Apr.* 2

SUPERVISORY MANAGEMENT SPECIAL REPRINT SERVICE

The identifying number and per-copy fee located at the bottom of the first page of an article in *Supervisory Management* indicate AMACOM's consent for copies of the article to be made for personal or intraorganizational use. This consent is given, however, on the condition that the copier pay the stated per-copy fee ($1.00) through the Copyright Clearance Center, Inc., 21 Congress Street, Salem, MA 01950. This consent does *not* extend to other kinds of copying, such as for general distribution, for advertising or promotional purposes, for creating new collective works, or for resale; written permission for these kinds of copying must be obtained from the Rights and Permissions Editor, AMACOM, 135 West 50th Street, New York, N.Y. 10020. Single article reprint licenses are available from AMACOM for reproducing a large number of copies or for commercial use of an article.

Reprints of single articles from *Supervisory Management* are also available, with a minimum order of ten copies. The cost of reprints depends on the quantity ordered:

First ten copies	$ 8.00
Eleventh through 99th copies	each .50
First 100 copies	35.00
Additional 100s to 1,000	15.00
Additional 100s over 1,000	10.00

MINIMUM ORDER: TEN COPIES. Orders of $10.00 or less must be accompanied by payment.

Please allow five weeks for delivery. Orders should be addressed to Publication Services, AMERICAN MANAGEMENT ASSOCIATIONS, Saranac Lake, New York 12983. Orders should include the identifying number of the article.